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**Hal F. Yee, Jr., M.D., Ph.D.**  
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**Christina R. Ghaly, M.D.**  
Deputy Director, Strategic Planning

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Los Angeles, CA 90012

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*To ensure access to high-quality,  
patient-centered, cost-effective  
health care to Los Angeles County  
residents through direct services at  
DHS facilities and through  
collaboration with community and  
university partners.*



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January 7, 2014

TO: Each Supervisor

FROM: *for* Mitchell H. Katz, M.D.  
Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF  
PROGRESS, HOSPITAL OPERATIONS, AND OTHER  
ISSUES RELATED TO THE TRANSITION TO THE NEW  
LAC+USC MEDICAL CENTER – PROGRESS REPORT #95**

This is to provide your Board with the monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is the full monthly operational report with trends to include the month of November 2013.

**Census Trending** (ADC includes Psychiatric & Newborn Patients)

The Average Daily Census (ADC) for the month of November was 538 out of 676 licensed beds, an estimated 78% utilization rate (80% occupancy). The census for Medical/Surgical units was an estimated 89% utilization rate (91% occupancy) for November 2013.

**Emergency Department (ED) Indicators**

The attachment demonstrates a decrease in the average daily census (ADC), ED wait times, the rate of patients who left without being seen (LWBS), and number of patients transferred out in comparison to October 2013. The ED boarding times for this period were stable. The Dangerously Overcrowding Level Comparison for November 2013 was 6.4% compared to 3.8% in October 2013.

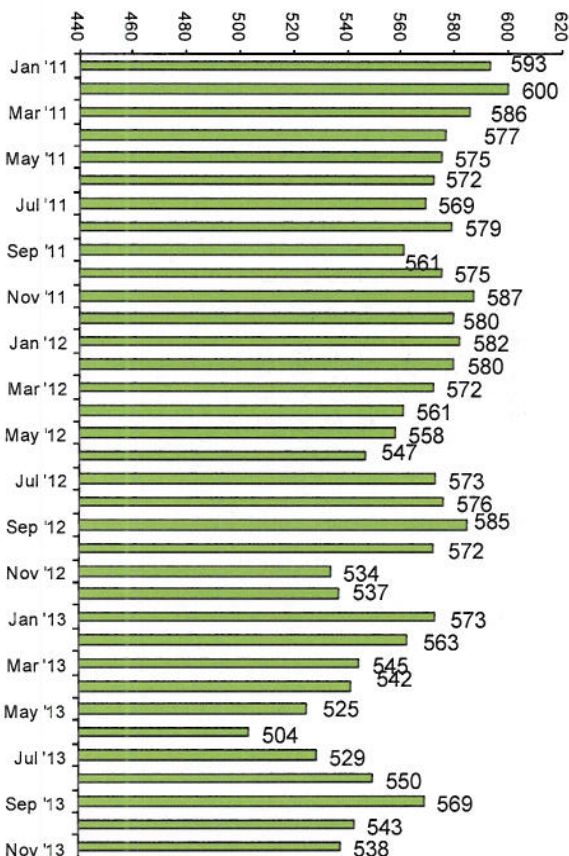
If you have any questions or need additional information, please contact me or Dan Castillo, LAC+USC Chief Executive Officer, at (323) 409-2800.

DC:ab

Attachment

c: Chief Executive Office  
County Counsel  
Executive Office, Board of Supervisors

**LAC+USC Medical Center**  
Operational Monitoring Report  
Reporting Period: November 2013

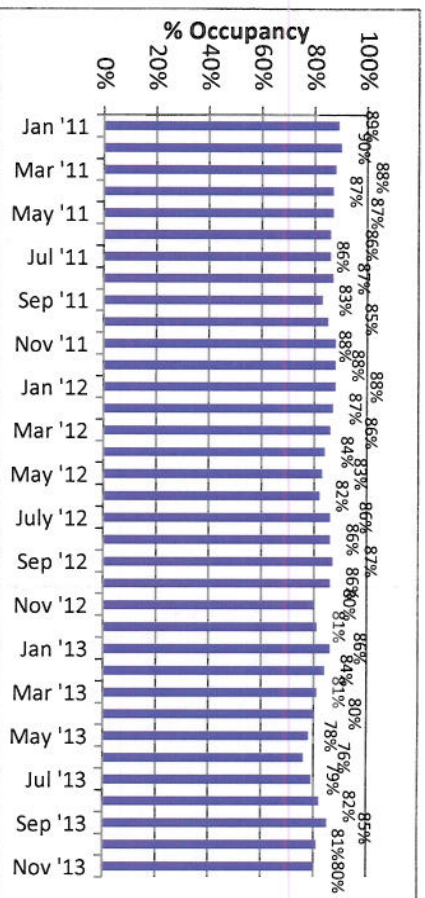
Indicator	Definition	Data	Comments																																																				
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics																																																							
1a. Average Daily Census (ADC)	<p><b>ADC:</b> A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p><b>Calculation:</b> Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month.</p> <p><b>Source of Data:</b> Affinity</p>	<p style="text-align: center;"><b>ADC</b></p>  <table><tr><th>Month</th><th>ADC</th></tr><tr><td>Jan '11</td><td>593</td></tr><tr><td>Mar '11</td><td>600</td></tr><tr><td>May '11</td><td>586</td></tr><tr><td>Jul '11</td><td>577</td></tr><tr><td>Sep '11</td><td>575</td></tr><tr><td>Nov '11</td><td>587</td></tr><tr><td>Jan '12</td><td>580</td></tr><tr><td>Mar '12</td><td>572</td></tr><tr><td>May '12</td><td>561</td></tr><tr><td>Jul '12</td><td>573</td></tr><tr><td>Sep '12</td><td>585</td></tr><tr><td>Nov '12</td><td>572</td></tr><tr><td>Jan '13</td><td>534</td></tr><tr><td>Mar '13</td><td>537</td></tr><tr><td>May '13</td><td>573</td></tr><tr><td>Jul '13</td><td>563</td></tr><tr><td>Sep '13</td><td>545</td></tr><tr><td>Nov '13</td><td>542</td></tr><tr><td>Jan '14</td><td>525</td></tr><tr><td>Mar '14</td><td>504</td></tr><tr><td>May '14</td><td>529</td></tr><tr><td>Jul '14</td><td>550</td></tr><tr><td>Sep '14</td><td>569</td></tr><tr><td>Nov '14</td><td>543</td></tr><tr><td>Jan '15</td><td>538</td></tr></table> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p>	Month	ADC	Jan '11	593	Mar '11	600	May '11	586	Jul '11	577	Sep '11	575	Nov '11	587	Jan '12	580	Mar '12	572	May '12	561	Jul '12	573	Sep '12	585	Nov '12	572	Jan '13	534	Mar '13	537	May '13	573	Jul '13	563	Sep '13	545	Nov '13	542	Jan '14	525	Mar '14	504	May '14	529	Jul '14	550	Sep '14	569	Nov '14	543	Jan '15	538	<p>ADC provided as background information.</p> <p>Graphs depict data from January 2011 to present.</p>
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# LAC+USC Medical Center Operational Monitoring Report Reporting Period: November 2013

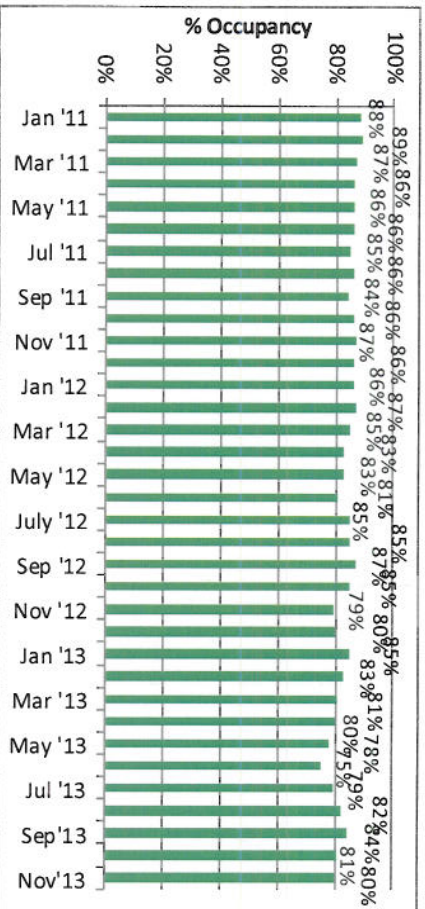
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics																																								
1b. Occupancy Rate LAC+USC Medical Center	<p><b>Definition:</b> A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.</p> <p><b>Calculation:</b> The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> 95%</p>	<p>Medical Center Licensed Occupancy Rate (excluding Newborns) = <math>\frac{\text{Med Center Census} - \text{Newborns}}{600}</math></p> <table><caption>% Occupancy Data</caption><thead><tr><th>Month</th><th>% Occupancy</th></tr></thead><tbody><tr><td>Jan '11</td><td>89%</td></tr><tr><td>Mar '11</td><td>87%</td></tr><tr><td>May '11</td><td>86%</td></tr><tr><td>Jul '11</td><td>85%</td></tr><tr><td>Sep '11</td><td>86%</td></tr><tr><td>Nov '11</td><td>87%</td></tr><tr><td>Jan '12</td><td>86%</td></tr><tr><td>Mar '12</td><td>83%</td></tr><tr><td>May '12</td><td>81%</td></tr><tr><td>July '12</td><td>85%</td></tr><tr><td>Sep '12</td><td>86%</td></tr><tr><td>Nov '12</td><td>85%</td></tr><tr><td>Jan '13</td><td>85%</td></tr><tr><td>Mar '13</td><td>84%</td></tr><tr><td>May '13</td><td>77%</td></tr><tr><td>Jul '13</td><td>78%</td></tr><tr><td>Sep '13</td><td>84%</td></tr><tr><td>Nov '13</td><td>79%</td></tr></tbody></table> <p>For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.</p>	Month	% Occupancy	Jan '11	89%	Mar '11	87%	May '11	86%	Jul '11	85%	Sep '11	86%	Nov '11	87%	Jan '12	86%	Mar '12	83%	May '12	81%	July '12	85%	Sep '12	86%	Nov '12	85%	Jan '13	85%	Mar '13	84%	May '13	77%	Jul '13	78%	Sep '13	84%	Nov '13	79%
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# **LAC+USC Medical Center** **Operational Monitoring Report** **Reporting Period: November 2013**

## **Medical Center Licensed Occupancy Rate (including Newborns) Med Center Census / 600**



## **Medical Center Budgeted Occupancy** **Med Center Census + Newborns + Psych Hosp Census / 676**



Medical Center = New Facility + Psychiatric Hospital

**LAC+USC Medical Center**  
**Operational Monitoring Report**  
**Reporting Period: November 2013**

**Indicator #2 - Emergency Department Metrics**

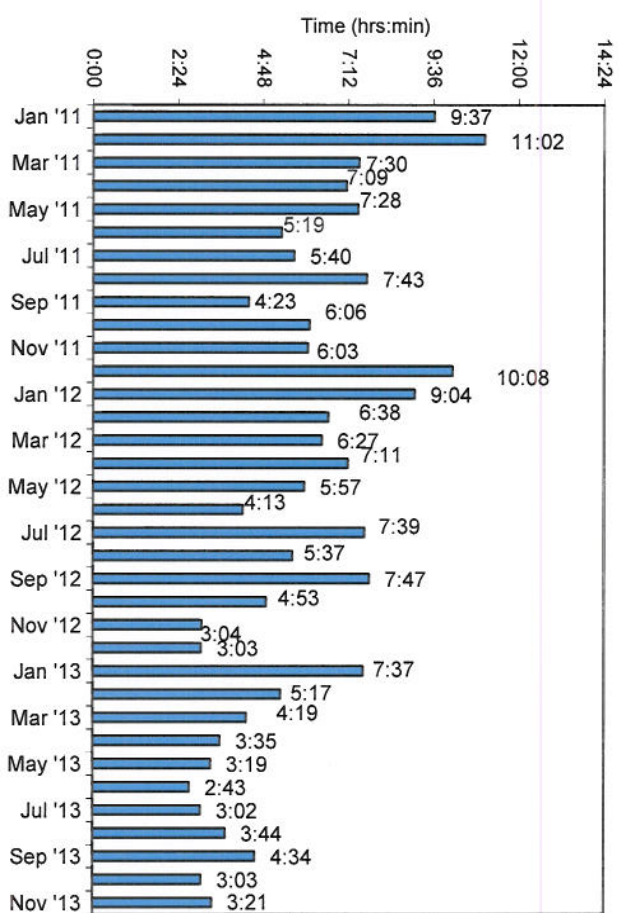
2a. ED Volume	ED Volume:  Measured by total number of Emergency Department patient registrations.	ED Volume	The annual total ED volume for FY 10-11 was 164,700 which increased to 178,004 in FY 11-12. ED volume for FY 12-13 was 181,760 which surpassed the FY 11-12 amount.																																																																								
	Source of Data: Affinity	<table><tr><th>Month</th><th># of ED Registrations</th></tr><tr><td>Jan '11</td><td>14,178</td></tr><tr><td>Mar '11</td><td>12,694</td></tr><tr><td>May '11</td><td>14,351</td></tr><tr><td>Jul '11</td><td>13,895</td></tr><tr><td>Sep '11</td><td>14,228</td></tr><tr><td>Nov '11</td><td>14,213</td></tr><tr><td>Jan '12</td><td>14,372</td></tr><tr><td>Mar '12</td><td>14,908</td></tr><tr><td>May '12</td><td>14,626</td></tr><tr><td>Jul '12</td><td>14,908</td></tr><tr><td>Sep '12</td><td>13,971</td></tr><tr><td>Nov '12</td><td>14,118</td></tr><tr><td>Jan '13</td><td>15,327</td></tr><tr><td>Mar '13</td><td>14,615</td></tr><tr><td>May '13</td><td>15,847</td></tr><tr><td>Jul '13</td><td>14,819</td></tr><tr><td>Sep '13</td><td>15,454</td></tr><tr><td>Nov '13</td><td>15,039</td></tr><tr><td>Jan '14</td><td>15,285</td></tr><tr><td>Mar '14</td><td>15,707</td></tr><tr><td>May '14</td><td>15,251</td></tr><tr><td>Jul '14</td><td>15,804</td></tr><tr><td>Sep '14</td><td>14,385</td></tr><tr><td>Nov '14</td><td>13,559</td></tr><tr><td>Jan '15</td><td>16,342</td></tr><tr><td>Mar '15</td><td>14,411</td></tr><tr><td>May '15</td><td>15,704</td></tr><tr><td>Jul '15</td><td>15,257</td></tr><tr><td>Sep '15</td><td>15,361</td></tr><tr><td>Nov '15</td><td>14,694</td></tr><tr><td>Jan '16</td><td>15,109</td></tr><tr><td>Mar '16</td><td>15,151</td></tr><tr><td>May '16</td><td>14,702</td></tr><tr><td>Jul '16</td><td>14,659</td></tr><tr><td>Sep '16</td><td>13,917</td></tr></table>	Month	# of ED Registrations	Jan '11	14,178	Mar '11	12,694	May '11	14,351	Jul '11	13,895	Sep '11	14,228	Nov '11	14,213	Jan '12	14,372	Mar '12	14,908	May '12	14,626	Jul '12	14,908	Sep '12	13,971	Nov '12	14,118	Jan '13	15,327	Mar '13	14,615	May '13	15,847	Jul '13	14,819	Sep '13	15,454	Nov '13	15,039	Jan '14	15,285	Mar '14	15,707	May '14	15,251	Jul '14	15,804	Sep '14	14,385	Nov '14	13,559	Jan '15	16,342	Mar '15	14,411	May '15	15,704	Jul '15	15,257	Sep '15	15,361	Nov '15	14,694	Jan '16	15,109	Mar '16	15,151	May '16	14,702	Jul '16	14,659	Sep '16	13,917	
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**LAC+USC Medical Center**  
**Operational Monitoring Report**  
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<b>2b.</b> Median Emergency Department Boarding Time	<b>Boarding Time:</b> Time from MD Admit time (effective date and time of pre-admit) to time the patient actually leaves the ED en route to assigned bed (effective date and time of the ED disposition).																																																																														
<b>(EDBT)</b>  <b>*Harris                  Rodde                  Indicator</b>	<b>Calculation:</b> The middle value in the set of individual boarding times for the month arranged in increasing order. If there is an even number of values, then the median is the average of the middle two values.	<div data-bbox="747 661 1356 1585"> <p align="center"><b>Median EDBT</b></p> <p>Legend: Adult (Blue Diamond), Peds (Red Square), Total (Green Triangle)</p> <table border="1"> <caption>Median EDBT Data (hr:mm)</caption> <thead> <tr> <th>Month</th> <th>Adult</th> <th>Peds</th> <th>Total</th> </tr> </thead> <tbody> <tr><td>Jan '11</td><td>9:36</td><td>2:08</td><td>2:08</td></tr> <tr><td>Mar '11</td><td>11:22</td><td>2:02</td><td>2:02</td></tr> <tr><td>May '11</td><td>7:09</td><td>1:57</td><td>1:57</td></tr> <tr><td>Jul '11</td><td>7:28</td><td>2:05</td><td>2:05</td></tr> <tr><td>Sep '11</td><td>7:43</td><td>2:03</td><td>2:03</td></tr> <tr><td>Nov '11</td><td>10:08</td><td>2:06</td><td>2:06</td></tr> <tr><td>Jan '12</td><td>8:29:04</td><td>2:12</td><td>2:12</td></tr> <tr><td>Mar '12</td><td>7:11</td><td>2:26</td><td>2:26</td></tr> <tr><td>May '12</td><td>7:08</td><td>2:04</td><td>2:04</td></tr> <tr><td>Jul '12</td><td>7:47</td><td>2:05</td><td>2:05</td></tr> <tr><td>Sep '12</td><td>7:37</td><td>2:10</td><td>2:10</td></tr> <tr><td>Nov '12</td><td>6:28</td><td>2:13</td><td>2:13</td></tr> <tr><td>Jan '13</td><td>5:17</td><td>2:19</td><td>2:19</td></tr> <tr><td>Mar '13</td><td>4:34</td><td>2:43</td><td>2:43</td></tr> <tr><td>May '13</td><td>3:21</td><td>2:52</td><td>2:52</td></tr> <tr><td>Jul '13</td><td>1:51</td><td>1:54</td><td>1:54</td></tr> <tr><td>Sep '13</td><td>1:49</td><td>1:52</td><td>1:52</td></tr> <tr><td>Nov '13</td><td>1:49</td><td>1:52</td><td>1:52</td></tr> </tbody> </table> </div> <p>November '13 data is preliminary data</p>	Month	Adult	Peds	Total	Jan '11	9:36	2:08	2:08	Mar '11	11:22	2:02	2:02	May '11	7:09	1:57	1:57	Jul '11	7:28	2:05	2:05	Sep '11	7:43	2:03	2:03	Nov '11	10:08	2:06	2:06	Jan '12	8:29:04	2:12	2:12	Mar '12	7:11	2:26	2:26	May '12	7:08	2:04	2:04	Jul '12	7:47	2:05	2:05	Sep '12	7:37	2:10	2:10	Nov '12	6:28	2:13	2:13	Jan '13	5:17	2:19	2:19	Mar '13	4:34	2:43	2:43	May '13	3:21	2:52	2:52	Jul '13	1:51	1:54	1:54	Sep '13	1:49	1:52	1:52	Nov '13	1:49	1:52	1:52	
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	<b>Source of Data:</b> Affinity <b>Target:</b> Less than 7 hours.																																																																														

**LAC+USC Medical Center**  
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**Median Boarding Time (Adult)\***



November '13 data is preliminary data

# LAC+USC Medical Center Operational Monitoring Report Reporting Period: November 2013

## Indicator #2 - Emergency Department Metrics

2c.	ED Wait Time	<p><b>ED Wait Time:</b> Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.</p> <p><b>Definition:</b> Sum of all wait time values during the monthly reporting period divided by the total number of values.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> No target value. Lower numbers are better.</p>																																																																												
		<p><b>Average ED Wait Time</b></p> <p>Time (hrs:mm)</p> <p>Legend: Adult (Blue line with circles), Peds (Red line with squares), Total (Green line with triangles)</p> <table><tr><th>Month</th><th>Adult</th><th>Peds</th><th>Total</th></tr><tr><td>Jan '11</td><td>11:21</td><td>3:58</td><td>4:05</td></tr><tr><td>Mar '11</td><td>10:31</td><td>3:41</td><td>3:41</td></tr><tr><td>May '11</td><td>9:52</td><td>3:13</td><td>3:13</td></tr><tr><td>Jul '11</td><td>9:15</td><td>3:27</td><td>3:27</td></tr><tr><td>Sep '11</td><td>10:01</td><td>3:35</td><td>3:35</td></tr><tr><td>Nov '11</td><td>10:26</td><td>3:29</td><td>3:29</td></tr><tr><td>Jan '12</td><td>10:07</td><td>3:45</td><td>3:45</td></tr><tr><td>Mar '12</td><td>9:57</td><td>3:44</td><td>3:44</td></tr><tr><td>May '12</td><td>9:22</td><td>3:50</td><td>3:50</td></tr><tr><td>Jul '12</td><td>10:31</td><td>3:52</td><td>3:52</td></tr><tr><td>Sep '12</td><td>9:42</td><td>3:20</td><td>3:20</td></tr><tr><td>Nov '12</td><td>9:47</td><td>3:41</td><td>3:41</td></tr><tr><td>Jan '13</td><td>10:53</td><td>3:13</td><td>3:13</td></tr><tr><td>Mar '13</td><td>9:27</td><td>4:13</td><td>4:13</td></tr><tr><td>May '13</td><td>9:29</td><td>4:00</td><td>4:00</td></tr><tr><td>Jul '13</td><td>10:08</td><td>4:22</td><td>4:22</td></tr><tr><td>Sep '13</td><td>10:49</td><td>4:48</td><td>4:48</td></tr><tr><td>Nov '13</td><td>10:51</td><td>4:06</td><td>4:06</td></tr></table>	Month	Adult	Peds	Total	Jan '11	11:21	3:58	4:05	Mar '11	10:31	3:41	3:41	May '11	9:52	3:13	3:13	Jul '11	9:15	3:27	3:27	Sep '11	10:01	3:35	3:35	Nov '11	10:26	3:29	3:29	Jan '12	10:07	3:45	3:45	Mar '12	9:57	3:44	3:44	May '12	9:22	3:50	3:50	Jul '12	10:31	3:52	3:52	Sep '12	9:42	3:20	3:20	Nov '12	9:47	3:41	3:41	Jan '13	10:53	3:13	3:13	Mar '13	9:27	4:13	4:13	May '13	9:29	4:00	4:00	Jul '13	10:08	4:22	4:22	Sep '13	10:49	4:48	4:48	Nov '13	10:51	4:06	4:06
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**Adult Wait Time :** \*Excludes Psych, Pediatric, Observation Unit, and Jail patients

**Total ED Wait time:** \*Excludes Psych, Observation Unit, and Jail patients  
November '13 data is preliminary data

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Indicator #2 - Emergency Department Metrics																																																											
<p><b>2d. Left Without Being Seen (LWBS)</b></p> <p><b>*Harris Rodde Indicator</b></p>	<p><b>LWBS:</b> The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.</p> <p><b>Calculation:</b> The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> No target value. Lower numbers are better.</p>	<div data-bbox="748 657 1289 1581"> <p style="text-align: center;"><b>Left Without Being Seen</b></p> <table border="1"> <caption>Approximate Data from 'Left Without Being Seen' Chart</caption> <thead> <tr> <th>Month</th> <th>Number (Approx.)</th> <th>Percent (Approx.)</th> </tr> </thead> <tbody> <tr><td>Jan '11</td><td>550</td><td>5.5%</td></tr> <tr><td>Mar '11</td><td>450</td><td>4.5%</td></tr> <tr><td>May '11</td><td>400</td><td>4.0%</td></tr> <tr><td>Jul '11</td><td>450</td><td>4.5%</td></tr> <tr><td>Sep '11</td><td>450</td><td>4.5%</td></tr> <tr><td>Nov '11</td><td>450</td><td>4.5%</td></tr> <tr><td>Jan '12</td><td>450</td><td>4.5%</td></tr> <tr><td>Mar '12</td><td>450</td><td>4.5%</td></tr> <tr><td>May '12</td><td>450</td><td>4.5%</td></tr> <tr><td>Jul '12</td><td>450</td><td>4.5%</td></tr> <tr><td>Sep '12</td><td>450</td><td>4.5%</td></tr> <tr><td>Nov '12</td><td>450</td><td>4.5%</td></tr> <tr><td>Jan '13</td><td>450</td><td>4.5%</td></tr> <tr><td>Mar '13</td><td>450</td><td>4.5%</td></tr> <tr><td>May '13</td><td>450</td><td>4.5%</td></tr> <tr><td>Jul '13</td><td>450</td><td>4.5%</td></tr> <tr><td>Sep '13</td><td>450</td><td>4.5%</td></tr> <tr><td>Nov '13</td><td>450</td><td>4.5%</td></tr> </tbody> </table> </div> <p>November '13 data is preliminary data</p>	Month	Number (Approx.)	Percent (Approx.)	Jan '11	550	5.5%	Mar '11	450	4.5%	May '11	400	4.0%	Jul '11	450	4.5%	Sep '11	450	4.5%	Nov '11	450	4.5%	Jan '12	450	4.5%	Mar '12	450	4.5%	May '12	450	4.5%	Jul '12	450	4.5%	Sep '12	450	4.5%	Nov '12	450	4.5%	Jan '13	450	4.5%	Mar '13	450	4.5%	May '13	450	4.5%	Jul '13	450	4.5%	Sep '13	450	4.5%	Nov '13	450	4.5%
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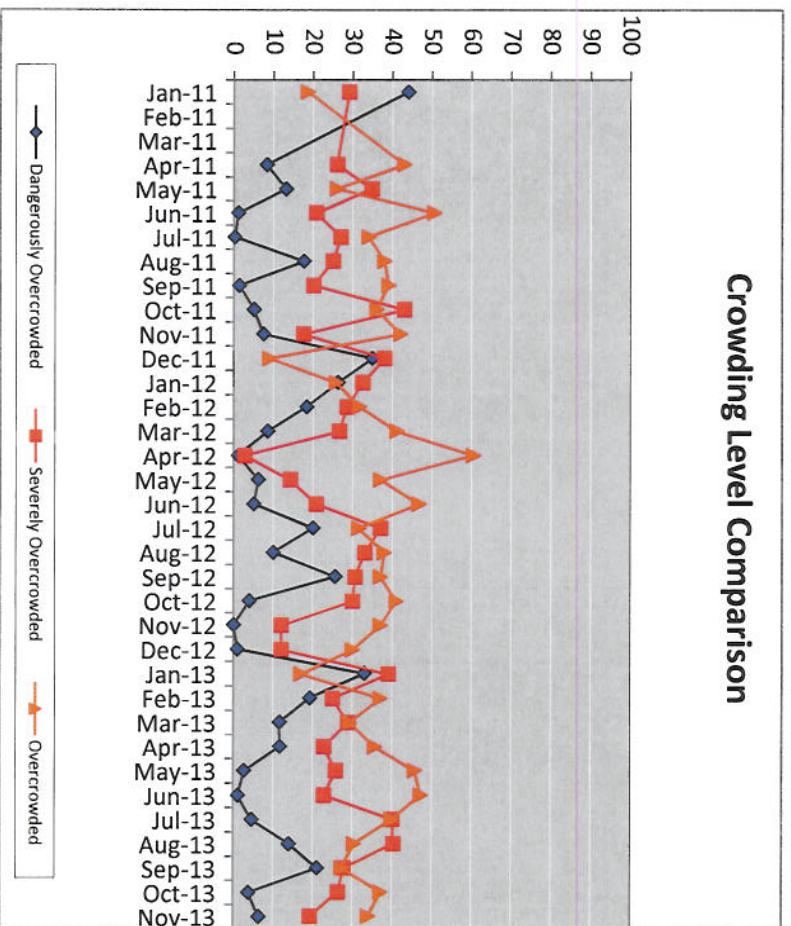
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**Indicator #2 - Emergency Department Metrics**

<div>2e. ED Diversion</div>	<div><div>ED Diversion:</div><div>A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis.</div><div>Calculation:</div><div>The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.</div><div>Source of Data:</div><div>ReddiNet</div></div>	<div><div>Diversion of ALS Units due to ED Saturation</div><div><div><div>% on Diversion (100% = Total hours in the month)</div><div><div><div></div><div>100</div><div>90</div><div>80</div><div>70</div><div>60</div><div>50</div><div>40</div><div>30</div><div>20</div><div>10</div><div>0</div></div><div><div>Jan '11</div><div>Mar '11</div><div>May '11</div><div>Jul '11</div><div>Sep '11</div><div>Nov '11</div><div>Jan '12</div><div>Mar '12</div><div>May '12</div><div>July '12</div><div>Sep '12</div><div>Nov '12</div><div>Jan '13</div><div>Mar '13</div><div>May '13</div><div>Jul '13</div><div>Sep '13</div><div>Nov '13</div></div><div><div>77</div><div>74</div><div>63</div><div>52</div><div>42</div><div>65</div><div>76</div><div>65</div><div>51</div><div>77</div><div>69</div><div>54</div><div>38</div><div>72</div><div>59</div><div>57</div><div>51</div><div>44</div><div>34</div><div>29</div></div></div></div></div></div>	<div><div>Key points:</div><div><div>-- Diversion is for paramedic runs only; Basic Life Support ambulances still arrive.</div><div>-- When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital. Therefore, ambulances often arrive while "on diversion".</div></div></div>
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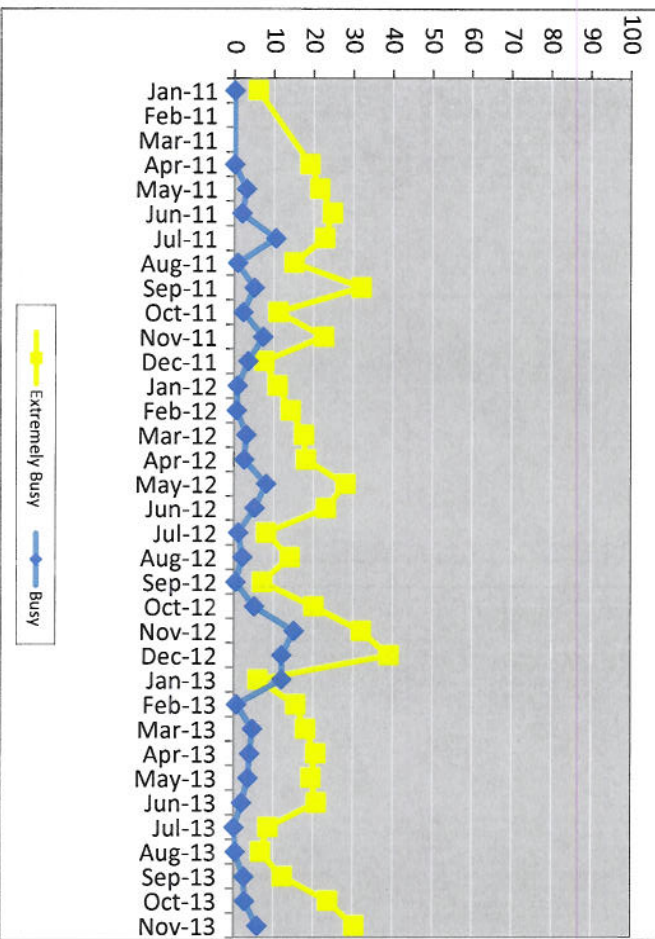
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2f.  
 Surge  
 Report



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**Crowding Level Comparison**



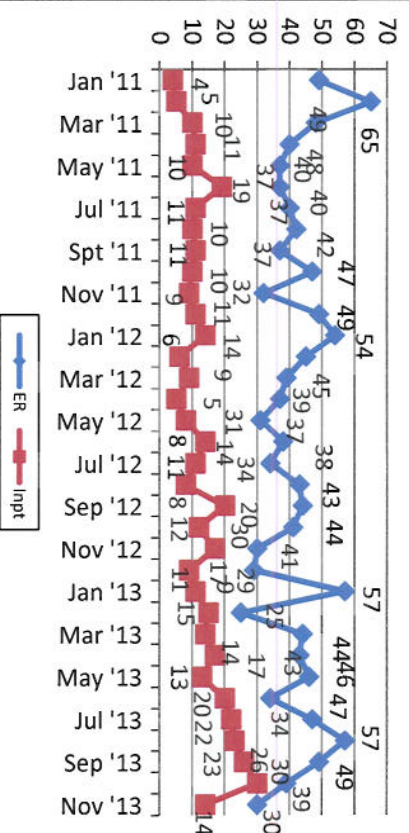
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**Indicator #3 – Trends for Patient Diversions and Transfers & #4 – Transfers to Rancho Los Amigos National Rehabilitation Center Metrics**

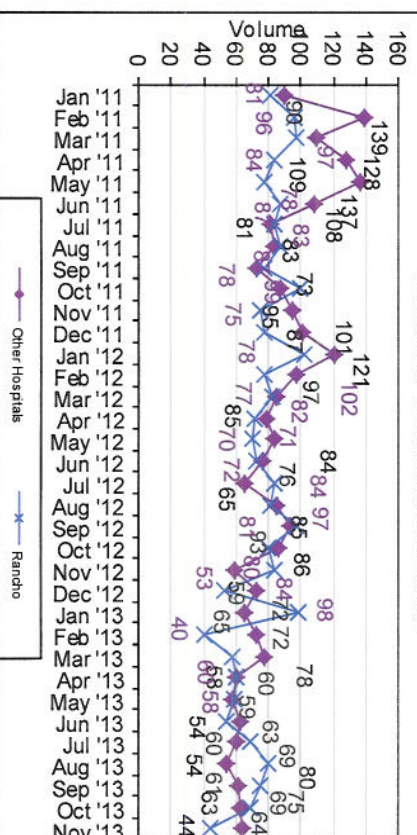
<b>3. &amp; 4. Rancho Los Amigos National Rehabilitation Center (RLANRC) Transfers</b>	<b>Transfers:</b> The volume of patients transferred to RLANRC for acute hospitalization from the Emergency Department and from Inpatient Units.  <b>Data Source:</b> Manual record keeping.  Cancelled category includes patients whose condition changed leading to higher level of care or discharge home.																																																												
<div> <div> <b>Month of November '13</b>  <b>Referrals from ER:</b> <table border="1"> <thead> <tr> <th></th><th>Med/Surg</th><th>Acute Stroke</th><th>Total</th></tr> </thead> <tbody> <tr> <td># Met transfer criteria</td><td>11</td><td>NA</td><td>-</td></tr> <tr> <td># Referred to RLANRC</td><td>11</td><td>19</td><td>30</td></tr> <tr> <td>    # Transfers</td><td>11</td><td>19</td><td>30</td></tr> <tr> <td>    # Denied</td><td>0</td><td>NA</td><td>-</td></tr> <tr> <td># Cancelled</td><td>0</td><td>NA</td><td>-</td></tr> <tr> <td># Patients Refused of Those Cancelled</td><td>0</td><td>NA</td><td>-</td></tr> </tbody> </table> </div> <div> <b>Referrals from Inpatients:</b> <table border="1"> <thead> <tr> <th></th><th>Med/Surg</th><th>Acute Stroke</th><th>Total</th></tr> </thead> <tbody> <tr> <td># Met transfer criteria</td><td>17</td><td>NA</td><td>-</td></tr> <tr> <td># Referred to RLANRC</td><td>17</td><td>0</td><td>17</td></tr> <tr> <td>    # Transfers</td><td>14</td><td>0</td><td>14</td></tr> <tr> <td>    # Denied</td><td>1</td><td>NA</td><td>-</td></tr> <tr> <td># Cancelled</td><td>2</td><td>NA</td><td>-</td></tr> <tr> <td># Patients Refused of Those Cancelled</td><td>0</td><td>NA</td><td>-</td></tr> <tr> <td>Other /Pending</td><td>0</td><td>NA</td><td>-</td></tr> </tbody> </table> </div> </div>			Med/Surg	Acute Stroke	Total	# Met transfer criteria	11	NA	-	# Referred to RLANRC	11	19	30	# Transfers	11	19	30	# Denied	0	NA	-	# Cancelled	0	NA	-	# Patients Refused of Those Cancelled	0	NA	-		Med/Surg	Acute Stroke	Total	# Met transfer criteria	17	NA	-	# Referred to RLANRC	17	0	17	# Transfers	14	0	14	# Denied	1	NA	-	# Cancelled	2	NA	-	# Patients Refused of Those Cancelled	0	NA	-	Other /Pending	0	NA	-
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## Rancho Med Surg Transfers Workload

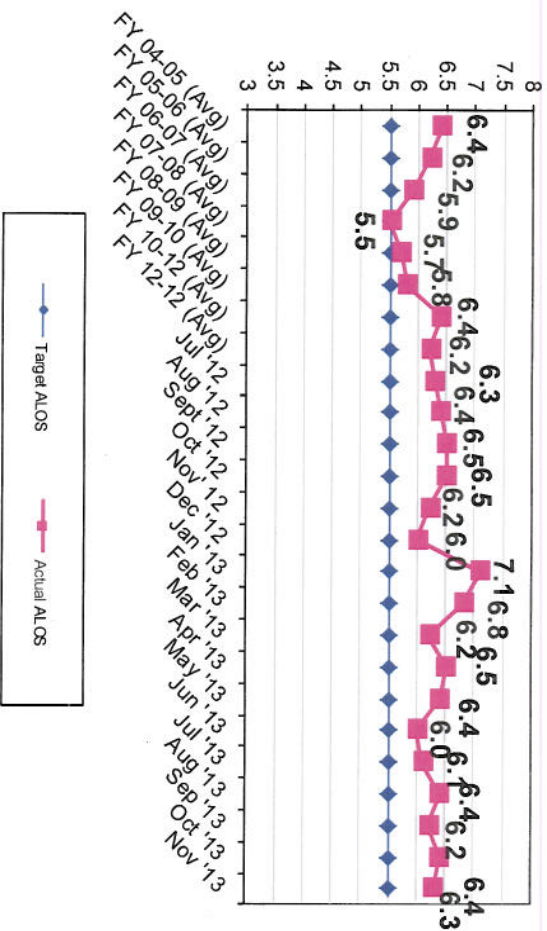


## Patients Transferred Out



\* Other hospitals = Silver Lake (0), Managed Care Repatriation (64)  
Data was revised to reflect total # of patients (including stroke patients) referred to Rancho Los Amigos National Rehabilitation Center

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Indicator #5 – Harris Rodde Indicators			
<p><b>5.</b></p> <p><b>Average Length of Stay (ALOS)</b></p>	<p><b>LOS:</b> The difference between discharge date and the admission date or 1 if the 2 dates are the same.</p> <p><b>Total LOS:</b></p> <p><b>Calculation:</b> ALOS is the arithmetic mean calculated by dividing the Total LOS by the Total # of discharges in the monthly reporting period, rounded off to one decimal place.</p> <p><b>*Harris Rodde Indicator</b></p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> &lt;5.5 days</p>	<p style="text-align: center;"><b>Average Length of Stay</b></p>  <p><b>*Medical Center (New Facility + Psychiatric Hospital) ALOS - Preliminary data pending Auditor-Controller validation</b></p>	<p>The increasing length of stay observed in January and February is largely attributed to the discharge of several patients with extended lengths of stay. In November 2013, this includes 7 patients who were discharged with LOS &gt; 100. Without the effect of these 7 patients, ALOS would have been 5.9 rather than 6.3.</p> <p>*As of July 2010 with the consolidation of Ingleside and Hawkins, all psychiatric services are now included.</p>

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Indicator #6 – Pediatric Metrics						
6. Pediatric Bed Census and Occupancy (%)	Census: The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward.  Occupancy: The total number of admitted pediatric inpatients divided by the total number of licensed beds on that unit and reported as percentage.					
		Date	NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)
Pediatric ICU (PICU) Neonatal ICU (NICU) Pediatric Unit Adolescent Unit	Source of Data: Affinity	Jan-11	55%	60%	70%	70%
		Feb-11	57%	68%	80%	80%
		Mar-11	57%	60%	70%	75%
		Apr-11	55%	64%	50%	75%
		May-11	57%	56%	50%	80%
		Jun-11	70%	52%	60%	75%
		Jul-11	58%	44%	50%	70%
		Aug-11	58%	44%	40%	75%
		Sep-11	58%	40%	50%	75%
		Oct-11	55%	52%	60%	70%
		Nov-11	62%	60%	70%	75%
		Dec-11	65%	40%	60%	70%
		Jan-12	60%	52%	60%	75%
Feb-12	55%	56%	60%	70%		
Mar-12	55%	64%	50%	75%		
Apr-12	53%	48%	50%	65%		
May-12	42%	40%	50%	70%		
Jun-12	37.5%	44%	50%	60%		
Jul-12	45%	48%	60%	80%		
Aug-12	57%	48%	50%	75%		
Sep-12	62.5%	56%	50%	80%		
Oct-12	57.5%	64%	60%	70%		
Nov-12	62.5%	44%	50%	45%		
Dec-12	72.5%	36%	60%	50%		
Jan-13	62.5%	48%	70%	70%		
Feb-13	50%	48%	70%	75%		
Mar-13	53%	44%	60%	75%		

Date	NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)
Apr-13	53%	40%	50%	55%
May-13	43%	44%	60%	45%
Jun-13	48%	48%	50%	35%
Jul-13	47.5%	32%	50%	60%
Aug-13	45%	40%	40%	75%
Sep-13	47.5%	48%	40%	80%
Oct-13	53%	44%	40%	55%
Nov-13	43%	32%	50%	60%

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**Indicator #7 – Med Surg / ICU / OB/GYN Metrics**

7. Med Surg / ICU Bed Census and Occupancy (%)	Census:  The total number admitted inpatients at 12:00 AM midnight of a designated ward.
Medical Surgical Unit (Med Surg)	Occupancy:  The total number of admitted inpatients divided by the total number of licensed beds on that unit and reported as a percentage.
Jail Unit (Jail)	
ICUs (Excluding Burn ICUs)	Source of Data:  Affinity
OB/GYN Unit (Med Surg)	

Date	Med Surg (309 beds)	Jail (24 Beds)	ICUs (120 Beds)	Burn* (20 Beds)	OB/GYN (Med Surg) (32 beds)
Nov-12	87%	83%	83.5 %	51%	87%
Dec-12	88%	71%	83%	44%	83%
Jan-13	95%	73%	85%	55%	98%
Feb-13	93%	59%	87%	61%	95%
Mar-13	91%	62%	82%	47%	93%
Apr-13	88%	82%	85%	57%	99%
May-13	88%	66%	82%	57%	90%
Jun-13	82%	71%	80%	60%	81%
Jul-13	88%	79%	82%	42%	88%
Aug-13	93%	79%	83%	44%	91%
Sep-13	95%	83%	83%	50%	100%
Oct-13	91%	72%	78%	59%	95%
Nov-13	91%	66%	82%	67%	83%

\* Burn= Both ward (10) and ICUs (10)

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